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OPERATIONAL ACTIVITIES OF THE UNITED NATIONS FOR INTERNATIONAL DEVELOPMENT COOPERATION: REPORTS OF THE EXECUTIVE BOARDS OF THE UNITED NATIONS DEVELOPMENT PROGRAMME/UNITED NATIONS POPULATION FUND, THE UNITED NATIONS CHILDREN'S FUND AND THE WORLD FOOD PROGRAMME

Report of the Executive Board of the World Food Programme

1. The report of the Executive Board of the World Food Programme to the Council is submitted in the following three parts: (a) annual report of the Executive Board to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations (FAO) on its activities in 1996 and on follow-up to the implementation of relevant General Assembly and Economic and Social Council resolutions and decisions; (b) a report on resource and financial matters: WFP pledging target for 1999-2000; and (c) a report on policy issues: reform and revitalization measures in the World Food Programme.

2. The Council will also have before it a note by the Secretary-General (E/1997/49) transmitting to the Council for its consideration the proposed revisions to the General Regulations of the World Food Programme.

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برنامج الأغذية العالمي | Programme Alimentaire Mondial | World Food Programme | Programa Mundial de Alimentos

Executive Board
Annual Session

Rome, 27 - 29 May 1997

ANNUAL REPORT OF THE EXECUTIVE BOARD TO ECOSOC AND THE FAO COUNCIL

Agenda item 3 c)

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ANNUAL REPORT OF THE EXECUTIVE BOARD TO ECOSOC AND THE FAO COUNCIL ON ITS ACTIVITIES IN 1996, AND ON FOLLOW-UP TO THE IMPLEMENTATION OF RELEVANT GENERAL ASSEMBLY AND ECOSOC RESOLUTIONS AND DECISIONS

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NOTE TO THE EXECUTIVE BOARD

This document is submitted for consideration and approval to the Executive Board.

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session of 1996, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.

The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

The WFP focal points for this document are:

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documentation and Meetings Clerk (tel.: 5228-2641).

INTRODUCTORY NOTE

The format of the present report responds to the efforts of the United Nations Programmes to adopt a common format for reporting to the United Nations Economic and Social Council (ECOSOC), and takes into account the Executive Board's decision of keeping documentation concise and decision-oriented.

It combines sub-items a), b) and c) of the provisional agenda item 4 of the ECOSOC Substantive Session of 1997 - "Operational activities of the United Nations for international development cooperation."

The report is divided into two parts:

Part I is the report of the Executive Board on its substantive activities during 1996, for which WFP has a legal reporting obligation to the ECOSOC and the FAO Council;

Part II reports on WFP's follow-up on the implementation of United Nations General Assembly and ECOSOC resolutions, including follow-up to the major international conferences and strengthening of the collaboration between the United Nations system and the Bretton Woods institutions.

PART I. REPORT OF THE EXECUTIVE BOARD ON ITS ACTIVITIES IN 1996

BACKGROUND

1. Pursuant to the parallel resolutions 9/95 and 50/8, adopted by the FAO Conference on 31 October 1995 and the United Nations General Assembly on 1 November 1995, respectively, the Committee on Food Aid Policies and Programmes (CFA), was reconstituted as the WFP Executive Board with effect from 1 January 1996.

2. In 1996, the 36 members of this newly established Board, elected by the United Nations Economic and Social Council (ECOSOC) and the FAO Council, were: Albania, Algeria, Angola, Australia, Bangladesh, Brazil, Burkina Faso, Burundi, Cameroon, Canada, China, Cuba, Dominican Republic, El Salvador, Finland, France, Germany, Haiti, Hungary, India, Indonesia, Italy, Japan, Mauritania, the Netherlands, Nigeria, Norway, Pakistan, Paraguay, Philippines, Sweden, Syria, Tunisia, Uganda, United Kingdom and United States of America.

3. The Board elected a Bureau consisting of five members, elected from among the country representatives of the Board, one from each WFP electoral list A to E. Of these five members, one is the President of the Board and another the Vice-President.

4. In 1996, the Board held four sessions - one Annual and three Regular Sessions. Each was preceded by open-ended informal meetings to brief all members and observers on those agenda items that required policy guidance and/or decision-making.

5. As recommended by United Nations General Assembly resolution 48/162, the First Session of the Board was held at WFP headquarters, Rome, in the new Conference Room, on 22 and 23 January 1996.

OPERATIONAL MATTERS

6. Pursuant to the recommendations of United Nations General Assembly resolution 48/162, the Sub-Committee on Projects was abolished. Consequently, Country Strategy Outlines (CSOs), Country Programmes (CPs) and projects are now reviewed directly by the Board. In 1996, eight new CSOs were submitted to the Executive Board for review and advice, bringing the number of CSOs considered by WFP's governing body to a total of 22. The first four CPs (i.e., Bangladesh, Bolivia, India and Pakistan) were submitted to and approved by the Board.

7. During the year, the Board considered and approved a total of seven development projects and seven protracted relief operations, to assist 6.6 million people. The Board also approved two budgetary increases to development projects. A total of 726,500 tons of food was committed, at a total cost of 366 million dollars.

8. In addition, the Board was informed of six development projects, six emergency operations and seven protracted relief operations approved by the Executive Director. Furthermore, 10 emergency operations were jointly approved by the Executive Director and the Director-General of FAO. A total of 988,500 tons of food, at a cost of 542.3 million dollars, [1] assisting 12 million people, was committed for those 29 projects and operations (Source: ODP).

PROCEDURAL MATTERS

Methods of work and rules of procedure of the Executive Board

9. At its First Regular Session of 1996, the Executive Board agreed to use the rules provided by United Nations General Assembly resolution 48/162 and, when insufficient, apply the Rules of Procedure of the CFA, WFP's former governing body. The Board will revise its rules of procedure as it deems necessary and useful, with a view to codifying them after a suitable period of operation.

10. In light of the above, the Executive Board examined some of its procedures and decided to introduce some changes into the methods of work in order to increase efficiency, and ensure clarity and transparency.

11. The measures approved by the Board regarding its methods of work include the following:

a) Representation on and attendance at the Executive Board

Members of FAO or the United Nations, who are not members of the Board, would be invited upon request to attend the annual session of the Board as observers. Those members who manifested a special interest would also be invited, upon request, to attend regular sessions of the Board as observers. In addition, representatives of appropriate United Nations bodies would be invited to all sessions of the Board. Other organizations with a special interest may be invited, upon request, to attend sessions of the Board.

b) Types of fora

In addition to the information contained in paragraphs 26 and 27 of United Nations General Assembly resolution 48/162, the Board agreed at its Third Regular Session of 1996 to meetings of Member States in the following fora, with a view to enhancing efficient and effective governance:

i) Formal Executive Board Sessions composed of Annual Session, Regular Sessions and Resumed and/or Ad hoc Sessions;

[1] All monetary values are expressed in United States dollars.

ii) Consultations on resources - these meetings would take place in principle twice a year;

iii) Open-ended information meetings preceding each formal session of the Board; and

iv) Meetings of working groups established by the Executive Board.

c) Annual programme of work of the Executive Board

At its Third Regular Session of 1996, the Executive Board decided as a general principle that the programme of work for the subsequent year - together with the sequence and tentative schedule of sessions, pre-session briefings and of its working groups (if any were established) - would be approved at its last regular session each year.

d) Agenda and documentation

The Bureau of the Executive Board, in consultation with the Executive Director, may amend the provisional agenda for the forthcoming sessions provided in the programme of work for the subsequent year.

Documentation of the Executive Board should be available, upon request, to any member of WFP.

Documentation prepared by the Secretariat for the Board should be kept brief and decision-oriented, and should include, where applicable, elements of draft decisions requested of the Board, and reference to WFP focal point officer.

e) Conduct of business during a debate

In addition to the powers conferred upon the President of the Board by the Rules of Procedure, the Board decided that:

i) Pro-forma statements and prepared speeches by representatives would be discouraged. If a special guest was invited to address the Board, he/she would make a contribution to a specific agenda item.

ii) The debate would be confined to the question before the Executive Board, and the President may propose a limitation on the time to be allowed to representatives and to the Secretariat for providing answers or clarification.

f) Preparation and contents of reporting documents on the Board's Sessions

At the end of the session, a paper containing all decisions and recommendations is provided to representatives attending the Board session for verification. A brief summary of the discussion will be prepared by the Rapporteur, to be endorsed by the Board at its first subsequent session.

GOVERNANCE MATTERS

Revision of WFP's General and Financial Regulations

Revision of WFP's General Regulations

12. Further to the decision taken by the CFA at its Fortieth Session, regarding the drafting of any changes required in WFP's General and Financial Regulations and their submission to the appropriate bodies for consideration and approval, the Board decided, at its Annual Session of 1996, to establish an open-ended working group.

13. The Open-Ended Working Group on the Revision of WFP's General and Financial Regulations worked in close dialogue with the Secretariat and relied on the assistance of the FAO Legal Counsel. It also benefited from the advice and comments of the United Nations Office of Legal Affairs, through the FAO Legal Counsel.

14. During 1996, the Working Group held three sessions. It initiated the process of revising the General and Financial Regulations and Rules of WFP to bring them into line with recent relevant decisions of the United Nations and FAO, in particular General Assembly resolution 48/162, on further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields.

15. The revision aimed at bringing the regulations and rules into line with WFP innovations, including the Resource and Long-term Financing Policies. It also sought to provide for greater flexibility by enabling the Board to alter rules affecting a number of operational matters.

16. The Working Group kept in mind that the current legislative process was extremely cumbersome and time-consuming. It adopted the principle that, while recognizing that the United Nations and FAO should have the final responsibility in all matters relating to the basic "constitution" of WFP and its role in the United Nations system, it should be possible to separate out these matters in the General Regulations from points of detail and operational issues which had accumulated over the years.

17. The basic "constitution" of WFP and its role in the United Nations system could be set forth in the General Regulations and be amended, following current procedures (i.e., through ECOSOC and the FAO Council), by the General Assembly and the FAO Conference. Other matters could be contained in rules consistent with the General Regulations, adopted and amended by the Executive Board.

18. This would enable WFP to keep abreast of developments, particularly in operational matters, in the most expeditious way, through the enactment of up-to-date rules when so required. This way of proceeding was therefore adopted by the Working Group, and is reflected in its proposals to the Board for the revision of the current General Regulations.

19. The proposed General Regulations are being presented in 1997 to the Executive Board for further consideration. They will be forwarded, through ECOSOC and the FAO Council, to the General Assembly and the FAO Conference. The rules will be adopted formally by the Board only after the proposed General Regulations have been approved by the General Assembly and the FAO Conference.

Revision of WFP's Financial Regulations

20. The Board decided that the Open-Ended Working Group would review the Financial Regulations taking into account the advice of the FAO Finance Committee and the ACABQ. Following up on the decision of the CFA at its Fortieth Session regarding the revision of the General and Financial Regulations, and noting that the revised Financial Regulations would require detailed discussion to ensure the full and explicit incorporation of the CFA's decision on the new resourcing and long-term financing policies, the Board decided that the revised Financial Regulations should be applied only from the beginning of the next biennium (1998-99).

POLICY ISSUES

Annual Report of the Executive Director

21. In considering the report, the Board emphasized the importance of:

a) ensuring that adequate resources are available, particularly for development activities but also for relief operations, striving for an appropriate balance between these;

b) continuing to focus on the poorest people in the neediest countries, particularly in countries emerging from disasters;

c) developing further WFP's partnerships with other United Nations agencies, bilateral donors, NGOs and local institutions;

d) preserving the multilateral nature of WFP;

e) giving greater importance to health and nutrition issues in WFP's development activities; and

f) continuing its efforts in disaster prevention and preparedness.

Gender balance and the changing WFP profile

22. Following consideration of the progress report on gender balance and the changing WFP profile proposed by the Secretariat, the Board: a) welcomed the efforts made by the Secretariat in diversifying international professional staff in terms of gender and nationality; b) stressed that further action needed to be taken by the Secretariat to improve the representation of professional and higher category staff in terms of gender and nationality; c) emphasized that these efforts should concentrate on women from economically developing countries; and d) requested future regular reporting by the Secretariat on trends in the representation of women and nationals from economically developing countries among professional and higher category staff.

Other policy issues

23. The following issues were identified by the Board for future policy discussions: monetization, directed multilateral funding, nutrition, the role of women, and strategies for phasing out WFP assistance.

24. In considering the Secretariat's report to ECOSOC, the Board commented as follows on specific topics and proposals contained therein:

a) The Board recognized WFP's dual mandate of providing both relief and development assistance as its major strength. It noted that the Programme was in the unique position not only of being able to respond quickly to emergency situations, but also of encouraging the transition from relief to rehabilitation and development.

b) It also acknowledged that the issues of responsibility and accountability for end-distribution of food to refugees were particularly sensitive, given the respective mandates of WFP and UNHCR. It encouraged the two agencies to continue consultations on those matters, as well as on the issues of census and accurate registration of refugee populations in the context of ongoing revisions of the WFP/UNHCR Memorandum of Understanding.

c) The Board also addressed questions of WFP's competence in the field of procurement and transport of non-food items, including seeds, in support of the work of other organizations. The Board considered that consultations with partner agencies on those issues should continue.

Resource Matters

25. During its Annual Session of 1996, the Board examined the WFP budgetary performance report.

26. It noted the steps taken by the Executive Director to improve WFP's financial management and cc nmended her for the cost savings achieved during the biennium 1994-95.

27. While appreciating the low overall programme support and administrative expenditures and encouraging the Secretariat to pursue further its efforts in this area, the Board noted that care should be taken to avoid those efforts affecting the quality of delivery programmes.

Inspection and Investigation

28. The Office of Inspection and Investigation (OEDI) was established by the Executive Director in July 1995. The Board took note with appreciation of the report on the first 12 months' work of the OEDI. Since the Office's inception, its inspectors have carried out various investigations and inspections at WFP headquarters and in 11 country offices. The deterrent effect and the assistance provided to management were discussed by the Board. It was considered that these elements could be of far greater value to WFP than the moneys recovered by the Office.

29. At the request of the Board, a copy of the report, together with its comments, has been forwarded to the United Nations Office of Internal Oversight Services (OIOS), for information.

Further Reform and Revitalization Measures in WFP

30. The Board expressed its satisfaction with the wide-ranging initiatives undertaken in WFP over the last several years and noted the leadership it had shown in that regard, and approved the document outlining them. It suggested that additional reform measures, which were to be considered in the years ahead, be included in Strategic and Financial Plans. The Board recommended that the document be transmitted to ECOSOC and the FAO Council for information.

PART II. FOLLOW-UP ON THE IMPLEMENTATION OF RELEVANT UNITED NATIONS GENERAL ASSEMBLY AND ECOSOC RESOLUTIONS AND DECISIONS

A. UNITED NATIONS GENERAL ASSEMBLY RESOLUTION 50/120 AND ECOSOC RESOLUTION 1996/42

Programme approach

31. WFP is following through with its commitment to implement the Country Programme Approach (CPA) as promoted by General Assembly resolutions. Country Strategy Outlines (CSOs), the first step in the CPA, have been, or are being, prepared for 43 countries.

32. In addition, the Board has approved to date four Country Programmes; (i.e., for Bangladesh, Bolivia, India and Pakistan). Another 21 Country Programmes are planned or under preparation. It is projected that by the end of 1999, approximately 30 Country Programmes will have been presented to the Board for approval.

33. The Country Programme Approach is consonant with the objectives of WFP's re-organization and increased level of delegation to the field. For example, at its Third Regular Session of 1996, the Executive Board decided that the Executive Director would be able to delegate to Country Directors approval of projects that are in line with an approved Country Programme, as well as the reallocation of resources among programme activities, up to a maximum of 10 percent of their cost estimates, subject to the availability of resources.

Harmonization of Programme Cycles and Programming Procedures

34. WFP fully supports the Country Strategy Note (CSN) process by actively participating in the preparation of CSNs in countries where it operates. This facilitates the mobilization of United Nations assistance in a collaborative manner.

35. WFP Country Programmes play an important part in this integrated approach by taking into account CSNs, government plans and programmes of other agencies. WFP Country Programmes usually have programming periods that coincide with those of CSNs.

36. WFP also participates in the Joint Consultative Group on Policy (JCGP) process which aims, *inter alia*, to harmonize the programming cycles of participating organizations. In addition, it is an active supporter of the elaboration of an effective approach to Common Country Assessments.

37. WFP has been an active partner in the Inter-Agency Working Group on Evaluation, and strongly supports the harmonization of evaluation methodologies and their effective use, both in a development context and in humanitarian relief. Similarly, WFP has continued to contribute to the JCGP's efforts towards harmonization of procedures for the monitoring, review and evaluation of operational activities. The JCGP "Common Guidelines on Monitoring and Evaluation" were sent to WFP country offices. They serve as a framework for monitoring and evaluation (M&E) at the level of projects/operations and within the context of the Country Programme Approach. Country Strategy Outlines and Country Programmes include specifications for complementarity of M&E (for example, sharing of secondary data among agencies, joint collection of primary data).

38. The Office of Evaluation participated in the elaboration of a more effective approach to the monitoring and evaluation of emergency relief operations. WFP's experience has shown that evaluation activities can be handled very efficiently in a decentralized way, i.e., through autonomous evaluation units. However, WFP continued to strongly support efforts aimed at harmonizing methodologies and organizing joint evaluations with other assistance partners. With regard to food assistance in emergency and refugee operations, an in-house task force is developing procedures and guidelines, taking account of the need for inter-agency coordination of efforts in the field setting.

39. WFP has continued to focus on its strategic objective of strengthening operational accountability through the enhancement of a culture of evaluation, and through the monitoring of performance and impact. Performance concerns extend from individual projects to programmes, and to the effectiveness of organizational entities and procedures. Evaluations were carried out on sustainability, impact, special beneficiary groups and the phasing out of programme components. There is inter-agency consultation, in particular through JCGP, in WFP's ongoing work towards improving its capacity to undertake gender impact assessments. An approach for the evaluation of Country Programmes is under preparation, since the first evaluations of Country Programmes will be initiated within the next 18 months.

National capacity-building and execution

40. All WFP development projects are executed by national counterpart entities. WFP remains committed to using and strengthening national government and non-governmental execution capacity for the activities in which it provides food aid. In order to strengthen governments' capacity to formulate, execute, monitor and supervise WFP-assisted project activities, WFP finances training courses for national project staff. In 1996, over 3,250 counterpart staff were trained in various aspects of management of food-assisted projects.

Field and regional coordination

41. WFP is fully committed to the Resident Coordinator system (RCS). The Executive Director articulated this commitment through a letter to the UNDP Administrator and requested all country offices to give their full support. Document WFP/EB.A/96/6, entitled "Reform and Revitalization Measures in the World Food Programme", outlines WFP's support to the RCS.

42. WFP sees the RCS as a vehicle to improve the quality of Country Programmes, reduce expenditure, harmonize programmes, and expedite assistance offered to the

hungry poor. At the headquarters level, progress has been made in standardizing all the agency governing bodies as "Executive Boards," with the same number of members.

B. PARAGRAPHS 5 TO 10 AND PARAGRAPH 54 OF UNITED NATIONS GENERAL ASSEMBLY RESOLUTION 50/120, PARAGRAPH 17 OF UNITED NATIONS GENERAL ASSEMBLY RESOLUTION 50/227 AND PARAGRAPH 11 OF ECOSOC RESOLUTION 1996/42

Funding operational activities

43. On 1 January 1996, WFP introduced on a trial basis a new resourcing model, based on the principles of full cost recovery, greater transparency and improved accountability. The overall impact of the new resourcing procedures has been positive, in terms of providing greater clarity in the mobilization, management and utilization of resources.

44. The breakdown of resource requirements for each operation into precise components serves as the basis for full cost recovery and gives transparency on the proposed utilization of funds. However, it has also significantly increased the work load for WFP staff, in particular in the preparation of proposals to donors and the subsequent registration of pledges.

45. In the course of the year, an integrated process was developed for the registration and allocation of resources. The new system helps to monitor the level of contributions and identify shortfalls. The next stage is to develop an even more comprehensive approach to programming and managing resources.

46. The implementation in 1996 of the quarterly consultations on resources, combined with meetings with donor representatives both in Rome and in donor capitals, was highly effective in communicating, on a regular basis, the gaps in operational funding, and provided a forum for responding to donor queries on operations. WFP also improved its operational reporting, with regular situation reports produced for major relief operations, including those in the Great Lakes and Liberia regions, the former Yugoslavia, Afghanistan and the Commonwealth of Independent States.

47. WFP has also been working in 1996 to develop consistent and practical pipeline management systems. To be effective management tools, such systems should be able to monitor in a standard way the food supply against forthcoming demand. Data must be collected regularly from each operation in the field on the number of beneficiaries reached, the actual distributions effected and the level of in-country stocks. These data must then be related to headquarters-held data on resourcing, commitments, allocations, procurement and logistics. Improved pipeline management systems have been introduced in specific operations, including those for former Yugoslavia and the Rwanda/Burundi regional operation, and in some countries, such as Ethiopia, Kenya and Sudan. The achievements of these prototype systems will be assessed and modifications made before introducing them in other operations.

48. Work has also proceeded in 1996 on developing a standard commodity tracking system for use in WFP operations worldwide. The benefits of a commodity tracking system were shown in the Great Lakes operation, where a trial system was implemented by the Transport Coordination Unit. The improved ability to monitor commodity flows

enabled WFP to make swift tactical decisions such as truck diversions or cargo reroutings as the situation changed.

Advocacy, media and public campaigns

49. In 1996, WFP undertook a proactive campaign to raise its profile and to advocate on behalf of the hungry poor. WFP established an office in Japan - one of its major donors - to carry out advocacy campaigns on hunger and related issues and to promote WFP's activities. Strong advocacy on behalf of the hungry people in southern Sudan persuaded authorities to allow the resumption of vital air-lifts. In July, the Executive Director held a news conference in New York and appealed to the Government of Sudan to allow the use of a DC 3 aircraft to transport food to the drought-affected areas in the south, especially in Bar El-Ghazal, where hundreds of thousands of people were threatened with starvation.

50. Advocacy also centred on the Democratic People's Republic of Korea, where WFP was one of the very few humanitarian organizations allowed to function. Because of this unique position, WFP was able to provide news agencies with video footage of daily life which was widely distributed around the world. The Programme's activities received extensive coverage.

51. WFP has also continued its effort to support the cause of the 800 million hungry poor and to warn of a potential major crisis in the years to come, should ODA budgets continue to decline. The World Food Summit in November offered WFP a chance to play a constructive role in advocating on behalf of the world's hungry. The event coincided with the outbreak of a major humanitarian crisis in eastern Zaire and provided an opportunity for WFP to brief the international community and media on the situation and on its efforts to assist those in need.

C. FOLLOW-UP TO MAJOR UNITED NATIONS CONFERENCES AND SUMMITS (ECOSOC RESOLUTION 1996/36)

Fourth World Conference on Women

52. On the occasion of the Fourth World Conference on Women held in Beijing in September 1995, WFP launched a set of Commitments to Women with the aim of reducing gender-related inequalities. These commitments state the Programme's objectives and targets to be reached by the year 2001: a 60 percent investment of Country Programme resources in disadvantaged women; at least 25 percent of the longer-term benefits of food for work controlled by women; and an investment of at least 80 percent of resources for emergency operations in redressing the position of women vis-à-vis that of men, both as beneficiaries of food aid and as participants in the food distribution process. WFP made a commitment to contribute to the United Nations goal of reaching gender equity by the year 2001, particularly in higher management positions.

53. WFP Strategic and Financial Plans for 1996-99 and 1998-2001 place priority on a people-centred approach to programming food aid, targeting women and children, along with programme design based on a broad-based participation, and increased accountability for actual delivery. The issue of stronger advocacy for the disadvantaged, particularly women and children, is also given particular attention.

Gender Action Plans

54. Virtually all country offices and several headquarters units have translated the Commitments to Women into specific action plans to meet the commitments. Gender-specific goals for results in activities and resource levels were set, and steps were determined for women to interact with and hold their governments, WFP and WFP's implementing partners accountable for assistance. Initial targets are set for 1998. They differ within the regions and among countries, as follows:

- ***An improvement in targeting strategies*** in order to reach the most disadvantaged, particularly women, is a priority for most regions. Gender-specific targeting assessments have been undertaken in Africa and guidelines are being prepared.
- Different plans exist among the regions and countries to negotiate with counterparts, on ***how to provide women with a substantial voice in local committees***, and in planning and monitoring food distribution systems and food-supported activities.
- Another commitment referred to in almost all plans is the target regarding ***how women use the benefits derived from food-for-work activities***. Progress is gradual. The ability to obtain data on beneficiaries, benefits and participation varies according to counterpart capacity to monitor and evaluate.
- A number of country offices and headquarters units are striving to ***increase the number of professional women*** through job advertisements, networking with private-sector associations, advocacy during meetings with implementing partners, and through the media. Working groups on gender parity are operational in various WFP offices, with defined action plans dealing with career development, working environments and recruitment issues.

55. **Several measures to improve accountability for action** have been taken: Funding proposals for WFP development and relief operations are evaluated on what measures are taken to meet the Commitments. For all its operations, WFP now requires gender-disaggregated reporting on the share of resources received from food distribution, the share of benefits by category of activities, and positions held in the planning and management of food distribution.

56. By negotiating specific **Memoranda of Understanding with implementing partners and United Nations agencies,** the Programme is ensuring that:

a) the specific needs, resources and potentials of refugee and displaced women are taken into account;

b) appropriate and adequate food is provided; and

c) women have a substantial role in managing food aid.

57. The Gender Action Plans are monitored semi-annually on the specific indicators set in the regions and by the units. The Gender Task Force at the senior management level and the Gender Focal Points play a crucial role in ensuring reporting on achievements and financial requirements.

Gender Action Fund

58. A budget allocation of 700,000 dollars was made for 1997 to finance the Gender Action Plans at the country and headquarters level.

Training strategy

59. A gender analysis and planning training module was developed, and gender training workshops were organized in the country offices, regions and headquarters by the gender focal points, the gender adviser, external consultants and the training section, as part of regional strategic planning or as separate gender workshops.

Network of gender focal points and advisory support

60. A network of gender focal points is established at the country office, regional and headquarters level, linked to the Task Force and the Programme Adviser on Socio-economics and Gender. The reorganization scheme includes the recruitment of a second socio-economics and gender adviser in the Technical Support Service at headquarters, and diversification of the skills profiles in the country offices, to ensure that there is gender expertise among newly recruited national officers working in development and emergency programming.

Gender balance among professionals

61. Although much work remains to be done, the number of female staff has increased substantially at all levels and in all categories, through a proactive recruitment and promotion policy, and a better retention rate. In particular, the proportion of female staff at the P-5 level and above was 18.9 percent in December 1996, against 9.2 percent in 1992. The overall recruitment of female staff increased from 12 percent of total recruitment during 1994 to 39 percent during 1996. In 1992, there were no women at a level higher than P-5. In March 1997, female staff are represented at the D-1 (24.4 percent), D-2 (25 percent), and ASG/USG (33 percent) levels.

62. Female staff representation has increased from 17.12 percent in 1992 to 26.47 percent in December 1996 in relative terms (i.e., as compared to total staff numbers). Considering career staff only, that is, Specialist and Unified Service categories (excluding Project staff), female staff represented a higher percentage: 35 percent (Specialist) and 24 percent (Unified Service) as at 31 December 1996. Project staff numbers in country offices unfortunately have the lowest levels of gender balance, at 20 percent female.

World Food Summit

63. In preparation for the World Food Summit, WFP completed a background paper, entitled "Tackling hunger in a world full of food: tasks ahead for food aid", and participated as an observer in each of the FAO Regional Conferences, and in meetings of the FAO Committee on the World Food Security and the associated Intersessional Working Group. Throughout the process, WFP's focus was on access to food.

64. The World Food Summit Plan of Action highlights matters which WFP has identified for further attention and particular effort in its follow-up to the Summit. Many aspects of the Plan of Action - those relating to preparedness for natural disasters and man-made emergencies, for example - have been deeply embedded in the work of WFP for some years.

65. WFP is giving careful consideration to the most effective ways of contributing to the implementation of the Plan of Action. These relate to: the key contribution of women to food security; the importance of participatory approaches; the role of regional and

local purchases; the need for information and mapping of food insecurity and vulnerability; and advocacy to raise the global profile of food security questions.

Women and food security

66. WFP's support to women is based on the premise that investment in women is an investment in the food security of the whole household. While WFP has a good record in providing assistance to women, it intends to do better. An area requiring further attention is that of targeting more of its resources to a particularly vulnerable group - expectant and nursing mothers and their young children.

Participation

67. In developing participatory approaches, WFP has placed particular emphasis on ensuring the participation of women as well as men. Women are to have a substantial voice in local decision-making concerning the management of food aid and the assets created, for example. Further work is needed in training, and on the monitoring and evaluation of participation. Work to provide this support is in progress, beginning with guidelines, under preparation, for monitoring participation in natural resource interventions and the identification of indicators for relief operations.

Regional and local purchases

68. Some 20 percent of the food aid provided through WFP is purchased in developing countries. In 1996, the value of the food commodities purchased in developing countries amounted to 166 million dollars. The Executive Director has substantially increased the delegation of procurement authority to country offices; the procurement review and approval process has been streamlined.

Food insecurity and vulnerability analysis

69. Information pertaining to food insecurity and to the factors determining vulnerability, when it is disaggregated and analysed, can enable governments, donors, international agencies and NGOs to identify emerging problems and effectively target assistance. WFP has developed a Vulnerability Analysis and Mapping (VAM) Unit as a tool for operational decision-making. The challenge will be to bring together various organizations and methodologies in a way that is complementary, not duplicative. The key players have begun to exchange views on methodological questions, draw out the lessons of experience, and explore ways to strengthen the linkages between vulnerability analysis and decision-making.

Advocacy

70. WFP has committed itself to being an active advocate for the hungry poor; this advocacy will be based on, not divorced from, its operational activities. Therefore, advocacy has been identified as one of the key responsibilities of field managers, while headquarters staff will also have a role to play.

71. WFP is in the process of preparing, for the Third Regular Session of the Board (October 1997), a systematic analysis of the objectives established in the Summit Plan of Action and how, within WFP's mandate, its programmes, projects and other activities can contribute to achieving these objectives.

D. COLLABORATION BETWEEN THE UNITED NATIONS DEVELOPMENT SYSTEM AND THE BRETTON WOODS INSTITUTIONS (ECOSOC 1996/43)

72. The World Bank is present in almost all of the major areas of development activity supported by WFP food aid. In 1996, there were 11 projects - five in Africa, three in Latin America and three in Asia - in which WFP collaborated with the World Bank.

73. In the context of strengthening United Nations relief and rehabilitation activities, WFP and the United Nations High Commissioner for Refugees (UNHCR) have undertaken discussions with the World Bank to examine the prospects of the latter playing a more substantive role in emergency relief operations, particularly in situations where the Bank may not be present but WFP and UNHCR are. There are several activities which may be well suited for support by the World Bank during an emergency period, which also have the prospect of being "pre-investments" for post-emergency rehabilitation and development activities.

74. For WFP and UNHCR, an improved port, railway and road transport system helps to avoid costly operations such as air-lifts of food and other commodities, which otherwise become necessary to ensure timely assistance. A good example of effective WFP/World Bank collaboration in this area was the 10 million dollars of World Bank funding provided within the framework of "100 Days Plan of Action" in Somalia. These funds were used mainly to improve the basic physical and institutional infrastructure needed for relief operations.

75. The Board noted the steps taken by the Secretariat to strengthen collaboration with the Bretton Woods institutions, and particularly with the World Bank.

برنامج الأغذية العالمي
Programme Alimentaire Mondial
World Food Programme
Programa Mundial de Alimentos

Executive Board
Annual Session

Rome, 27 - 29 May 1997

RESOURCE AND FINANCIAL MATTERS

Agenda item 4 c)

Distribution: GENERAL
WFP/EB.A/97/4-C
29 April 1997
ORIGINAL: ENGLISH

WFP PLEDGING TARGET FOR 1999-2000

This document is produced in a limited number of copies. Delegates and observers are kindly requested to bring it to the meetings and to refrain from asking for additional copies.

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NOTE TO THE EXECUTIVE BOARD

This document contains recommendations for review and approval by the Executive Board.

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session of 1996, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.

The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

The WFP focal points for this document are:

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documentation and Meetings Clerk (tel.: 5228-2641).

INTRODUCTION

1. This document presents the Executive Director's recommendation for the Executive Board's approval of the proposed pledging target for WFP's development activities for the next biennium, 1999-2000. The resources are required to cover WFP's assistance for development activities, both approved and under preparation.

2. The proposed target is submitted to the 1997 Annual Session of the Board in order to permit the United Nations Economic and Social Council (ECOSOC) and the FAO Council to consider the Board's recommendations in June/July 1997, for subsequent presentation to the United Nations General Assembly and the FAO Conference for their approval in September/October 1997.

3. At its Fortieth Session in November 1995, the Committee on Food Aid Policies and Programmes (CFA) adopted the new resourcing and long-term financing policies, on a trial basis (document CFA 40/5). The policies include new financing modalities that have been used in calculating the proposed pledging target for 1999-2000.

TARGETS AND ACHIEVEMENTS

4. The proposed target is lower than the one set for the current biennium. This reduction is proposed because of the decreasing level of resources made available for development, as shown in the table below.

5. Pledges made for development during the past five completed biennia were as follows:

Period	Commodity value	Cash	Total	Target	Percentage of target achieved
		(in million US dollars)			
1987-88	943.4	293.3	1 236.7	1 400	88
1989-90	905.8	298.2	1 204.0	1 400	86
1991-92	802.7	349.7	1 152.4	1 500	77
1993-94	635.7	346.1	981.8	1 500	65
1995-96	576.4	252.3	828.7	1 500	55

6. For the most recently completed biennium (1995-96), 57 countries pledged 829 million dollars, reaching only 55 percent of the approved target. This figure confirms the current downward trend for development assistance experienced by WFP.

7. For the current biennium (1997-98), the Thirty-ninth Session of the CFA agreed to the target of 1.3 billion dollars, which is lower than the target of 1.5 billion dollars approved for the previous two biennia (1991-92 and 1993-94). This reduction was made in order to adjust the pledging target to the prevailing situation whereby some major donors were experiencing economic constraints and budgetary cutbacks, resulting in lower levels of assistance directed to development. The pledging conferences held biennially confirm

this downward trend. The CFA at its Thirty-ninth Session considered it prudent to revise the target accordingly.

8. The proposed target for the next biennium is higher than the level of resources projected in the Strategic and Financial Plan for 1998-2001. It takes into account the downward trend in resources made available for development, but also reflects an aspiration based on needs. Global food aid requirements remain at a very high level and WFP will continue to provide an appropriate medium for targeting development resources to the hungry poor in the poorest countries, particularly in the light of commitments made at the World Food Summit.

DEVELOPMENT ACTIVITIES IN 1999-2000

9. There are approximately 800 million chronically malnourished people in the world today. This level is likely to persist in the coming years unless action is taken. Development assistance is vital to address the underlying causes of food insecurity and to contribute to lasting economic and social development. The utilization of food aid through well designed development interventions, which also address disaster mitigation and rehabilitation, will continue to be of high priority to WFP.

10. During the previous biennium (1995-96), over 20 million people were reached through WFP development activities each year. A similar level is expected for the current biennium, 1997-98.

11. In 1996, WFP's development portfolio consisted of 174 projects in 76 countries, representing a total commitment of 5.5 million tons (valued at 1.9 billion dollars), of which 2.4 million tons is still to be disbursed.

12. The limited availability of resources reduces WFP's capacity to expand its development assistance to a larger number of people. In addition, contributions are increasingly being channelled through the directed multilateral window, which curtails WFP's flexibility to prioritize allocations according to specific criteria based on poverty and food security parameters.

13. The Country Programme Approach (CPA) is steadily being incorporated into the design of WFP development assistance. This strengthens WFP's development role and leads to improvements in the quality of WFP interventions. Through the CPA, WFP's activities are better integrated in the recipient country's national priorities, and a stronger linkage is established with United Nations agencies' programmes and with other development partners.

14. Development resources are also channelled for rehabilitation activities. Development-oriented activities initiated in relief operations provide development opportunities which support recovery efforts and diminish the risk of relapse into insecurity. They warrant continuation after the emergency phase through the development programme category.

15. Funding for development projects, or development activities within country programmes, will be required to cover the following cost elements:

- commodities;
- ocean transport;
- landside transport, storage and handling (LTSH) costs;

- direct support costs; and
- indirect support costs.

16. LTSH and direct support costs are based on averages for all projects. The indirect support costs support the execution of projects, but cannot be directly linked with implementation. These costs are recovered on the basis of rates established by the Board, based on the results of periodic cost measurement studies.

17. The overall funding requirement is taken into account when establishing a pledging target. This requirement relates to activities already approved and those to be approved from 1997 to 2000. As at 1 January 1997, the outstanding balance of commitments (i.e., originally approved commitments for development projects minus the tonnages already resourced) stood at some 2.4 million tons. This is the lowest level of outstanding balance of commitments attained during the past five biennia. New commitments to be made during 1997-98 are likely to reach a total of approximately 1.3 million tons. The key will be to maintain a balance between commitments and the likely availability of resources. WFP will continue to de-earmark commitments when warranted. New commitments will be made to enable continued support through development assistance targeted to the hungry poor.

18. The pledging target proposed for the 1999-2000 biennium is 2.1 million tons. This level should accommodate not only development activities, but also rehabilitation activities carried out under the development programme category; it should also make allowances for modest growth in the development portfolio.

19. To convert the tonnage target into dollar terms, the following average per ton cost has been projected for the 1999-2000 biennium: 320 dollars for food, 61 dollars for transport and 16.7 dollars for LTSH. An average of 4.6 percent over the total has been applied for the direct support costs and 13.9 percent for indirect support costs. This leads to a total target (i.e., food plus cash component) of one billion dollars for the biennium.

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Executive Board
Annual Session

Rome, 27 - 29 May 1997

POLICY ISSUES

Agenda item 5 b)

REFORM AND REVITALIZATION MEASURES IN THE WORLD FOOD PROGRAMME

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23 April 1997
ORIGINAL: ENGLISH

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NOTE TO THE EXECUTIVE BOARD

This document is submitted for consideration and guidance to the Executive Board.

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The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

The WFP focal points for this document are:

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documentation and Meetings Clerk (tel.: 5228-2641).

REFORM AND REVITALIZATION MEASURES IN THE WORLD FOOD PROGRAMME

1. In May 1996, WFP presented to the Executive Board a note on "Reform and Revitalization Measures in the World Food Programme". The Board, in approving the report, requested that a paper be presented to its 1997 Annual Session to provide information on additional measures undertaken in the intervening period.

2. During the past year, improvements have been introduced in many aspects of WFP's work--management of human resources, financial management, contingency planning, and others. These changes, which build upon and strengthen the reforms introduced previously, are part of WFP's ongoing efforts to remain efficient and effective. They are outlined in the attached matrix, originally annexed to document WFP/EB.A/96/6; it shows in bold type WFP's reform achievements since May 1996.

3. In the past year, the most significant of WFP's reform and revitalization activities have centred on three areas: governance, organizational change, and participation in the broader process of United Nations reform.

Governance

4. In 1996, the Executive Board formed an open-ended working group to review the WFP General and Financial Regulations, in order to bring them into line with relevant decisions of the United Nations General Assembly and the FAO Conference; to remove outdated provisions; and to up-date the Regulations and Rules to reflect decisions of the Executive Board and the current responsibilities of WFP. The results of the Group's work on the General Regulations and Rules were reported to the March 1997 session of the Board, in document WFP/EB.2/97/4/Add.1. Revised Financial Regulations will be considered by the Board at its Third Regular Session of 1997.

5. The proposed revisions to the General Regulations, forwarded by the Executive Board to the United Nations Economic and Social Council (ECOSOC) and the FAO Council, if approved by the General Assembly and the FAO Conference, will streamline the process by which the Executive Board can guide WFP in adjusting to changing circumstances. The basic constitution of WFP and its role in the United Nations system would still be spelled out in the General Regulations, which would continue to be amended through ECOSOC, the FAO Council, the FAO Conference and the General Assembly. Operational issues and points of detail, however, would henceforth be covered not in the Regulations but in Rules, which may be amended by the Executive Board as circumstances require.

Organizational change

6. In 1996, WFP undertook a major initiative to bring its structures, staff and procedures into line with current challenges and tomorrow's needs. The key elements of this organizational change are:

- more senior and specialized staff will work in the field;
- more authority will be delegated to the field, facilitating timely decision-making guided by practical knowledge of the situation;

- Regional Offices will plan and manage regional operations;
- Regional Managers will provide technical support and managerial guidance to Country Directors;
- Country Directors will broaden their understanding of the food security and food aid situation in their country of assignment;
- WFP, at headquarters and in the field, will be a more active advocate for the hungry poor;
- most WFP staff will be capable of managing both emergency and development situations;
- expanded training will assist staff members to respond to this and other organizational needs;
- communication within the organization and with its stakeholders will be improved; and
- procedures and processes will be streamlined.

7. The specific measures to bring about these changes were designed by WFP staff members themselves, working in several Organizational Change Teams. Many of the changes are already in effect. For instance, nine Regional Offices have already begun partial operation, and WFP's more decentralized mode of operation is to be fully in effect by the beginning of 1998.

Participation in the process of United Nations reform

8. The Secretary-General has launched a broad process of reform within the United Nations and established a structure to support his reform initiatives. Elements of this structure are:

- an Executive Coordinator for United Nations Reform has been appointed;
- the Secretary-General has established a Policy Coordination Group, which he chairs personally. This Group is complemented by four Executive Committees in the areas of peace and security, humanitarian affairs, economic and social affairs, and development operations;
- the Executive Coordinator chairs a Steering Committee on United Nations Reform;
- a Management Reform Group, to focus on management reform issues in the United Nations Secretariat, will be complemented by reform groups to be established in each United Nations entity.

9. WFP will contribute actively to the reform process and has committed significant resources to it. Examples of its commitment include:

- WFP is a member of the Executive Committee on Development Operations and the Executive Committee on Humanitarian Affairs, and will participate at very senior level (normally the Assistant Executive Director) in meetings of both committees;
- the Director, Strategy and Policy Division, has been named the WFP focal point to work with and support the Executive Coordinator. In addition, WFP has agreed to provide support for the Coordinator's office;

- WFP has provided staff members to work for a few months in New York, in the offices supporting the Executive Committees on Development Operations and Humanitarian Affairs; and
- the WFP "reform group" to complement the Management Reform Group at the Secretariat will comprise those that have led WFP reforms for the past several years--the Executive Director, supported by the Executive Staff.

10. During the past year, WFP has also devoted significant staff resources to active participation in the Inter-Agency Standing Committee (IASC) process to develop recommendations to the Secretary-General, and subsequently to ECOSOC, on strengthening the capacity of the United Nations system to provide humanitarian assistance. The key issues considered by the IASC Working Group and its six sub-groups, along with the recommendations put forward and WFP's views and proposals, were reported in detail to the Executive Board at its Session of March 1997 in document WFP/EB.2/97/3-B.

ANNEX

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Constitutional Reform (1990-91)	• Working Group of Governing Body.	• Status of WFP and its relationships with the United Nations and the Food and Agriculture Organization (FAO) clarified; authority of Governing Body clarified.
	• Special Sessions of Governing Body.	• Size and composition of Governing Body changed. • Authority, responsibility and accountability of the Executive Director re-defined and enhanced. • Executive Director accountable to the Governing Body for management of WFP funds. • New Financial Regulations approved. • New arrangements for initiating and approving emergency operations. • Legislative approvals of above changes by United Nations General Assembly and FAO Conference, on recommendation from ECOSOC and FAO Council, respectively. • New arrangements in effect from 01.01.92.
Refining the mandate of WFP (1993-94)	• Review of policies, objectives and strategies, with full involvement of Member States and WFP staff.	• WFP Mission Statement approved by Governing Body. • Approval of Governing Body on timing and sequencing of further reforms over next two years.
Constitutional reform revisited (1994-95)	• Working Group of Governing Body on implementation of United Nations General Assembly resolutions 47/199 and 48/162.	• Transition of CFA to the WFP Executive Board; reduction in size of Governing Body from 42 to 36 members; change in geographic representation of Board membership; change in mandate of WFP; and introduction of country programme approach.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Constitutional reform revisited (1994-95) (continued)		• New arrangements in effect from 01.01.96.
Further constitutional reform	• **Open-Ended Working Group to review General and Financial Regulations, with legal advice from FAO Legal Counsel and United Nations Office of Legal Affairs.**	• **General Regulations revised and forwarded to ECOSOC and FAO Council; together with new Rules proposed for adoption by Executive Board.** • **Revised Financial Regulations prepared and forwarded to ACABQ and FAO Finance Committee.**
Resourcing and Long-term financing of WFP (1994-95)	• Formal Working Group of the CFA on Options for WFP's Resource Policies and Long-term Financing.	• Approval of new arrangements to ensure a more sound and predictable resource base, full cost recovery and greater accountability. • New arrangements in effect on a trial basis from 01.01.96; Implementation of new model planned for 01.01.98 • Regular consultations with Member States on estimated food needs and shortfalls for WFP-assisted emergency and protracted relief operations, development projects and special operations.
	• Initiation of cost measurement studies.	• These studies showed the indirect support costs associated with each programme category and bilateral services, and proposed rules for recovering costs.
Strategic and Financial Planning (1995)	• Integration of strategic and financial planning.	• Governing Body approved Strategic and Financial Plan (1996-99) which incorporates:

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Strategic and Financial Planning (1995) (continued)		– strategic vision over the four-year period; – explicit linkage to policy decisions of the Governing Body; – overview of totality of WFP activities and operations; – alternative scenarios for level of activity by major category (development projects, protracted refugee operations and emergency operations); – flexible Programme Support and Administrative budget levels; – identification of five operational and management priorities; – modalities for implementation of key policy decisions, e.g., progressive phasing out/closure of country offices, introduction of Country Programme Approach. • **Strategic Planning Branch created**
Programme Support and Administrative Budget (PSA) 1996–97	• Budget presentation based on Strategic and Financial Plan.	• Budget of negative nominal growth approved as proposed. • Clear linkage between strategy and budget decisions. • Clear linkage between PSA budget and level of operations.

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REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform(1992-96)		
- Financial Management Improvement Programme (FMIP)	• Major studies to strengthen financial management and improve transparency.	• At the request of Executive Director, the External Auditor examined and reported on financial accountability and control in country offices. Diagnostic study by major international consultancy firm to outline short-term and longer-term solutions leading to FMIP.
	• Creation of major FMIP.	• Re-engineering of operating processes (resource mobilization, project management, allocation and funding, procurement and transport) and service processes (accounting, cash management and human resources) launched. • Recruitment of Finance Officers in country offices and at headquarters. • Information strategy plan completed, first stage of implementation in progress. • Introduction of least-cost travel arrangements.
- Oversight Services	• Enhance accountability and control.	• Office of Internal Audit staff doubled. • Office of Inspection and Investigation established. • **Country Office Risk Assessment methodology was introduced to improve audit planning and more cost effective use of internal and external audit resources.**

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (1992-96) (continued)		• **Computerized database was developed for a more pro-active follow-up of implementation of internal and external audit recommendations.** • **Immediate communication of audit outcomes through audit observations to ensure immediate corrective actions.** • **An audit policy requiring annual external audit of locally generated funds (monetization) was developed and implemented.** • **Review of the development and updating of guidelines, manuals and procedures on procurement, inventory management and investments.**
– Human Resources	• Prepare staff for anticipated challenges.	• Skills mix for staff complement redefined. • Recruitment profile updated. • New contractual arrangements in place to adjust staffing levels to requirements, especially in emergency humanitarian operations.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (1992-96) (continued)		• Specific directives and targets to achieve a better gender and geographic balance of human resources. This has led, for example, to a significant increase in the percentage of female staff members over the past four years. • New management and appraisal of performance system introduced for all staff. • Conversion of International Professional posts to National Officer posts, which increases both the number of posts available within the same budget and the scope for recruiting female professional staff from developing countries. • Staff training increased dramatically, including joint emergency training programmes with other United Nations agencies. • Career Planning Steering Group launched. • **Career Planning and Development Branch established and staffed.**
– Operational efficiency improvement	• Enhance rapid response capacity.	• Rapid Response Teams established (utilized, for example, in Rwanda/Burundi). • Augmented Logistics Intervention Team for Emergencies (ALITE) in place. Logistical capacity assessments and scenario-based contingency plans undertaken.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (1992-96) (continued)		• Stand-by arrangements for rapid deployment of personnel and equipment in place, **some of which activated for eastern Zaire crisis.**
		• **Catalogue of stand-by facilities produced, providing comprehensive details of facilities available.**
		• Strategic stores of food and logistics equipment pre-positioned in Nairobi, Kenya and Pisa, Italy.
		• Logistics services packages developed with Donors, **some of which activated for eastern Zaire crisis.**
		• Application of military and civil defense assets to complex logistics operations, **some of which activated for eastern Zaire crisis.**
		• **Blanket Purchase Agreement negotiated for rapid procurement of equipment.**
	• **Improved emergency management.**	• **Crisis Support Facility established and used to manage Liberia and eastern Zaire crises.**
	• Introduce country programme approach.	• Schedule for presentation of country programmes agreed by Executive Board, starting in May 1996.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (1992-96) (continued)		• **22 Country Strategy Outlines completed.**
	• Improved early warning /preparedness/ disaster mitigation.	• Vulnerability analysis and mapping introduced in key countries. • Disaster mitigation strategies incorporated into country programmes. • Strengthened contingency planning, including transport and logistics. • Significant strengthening of monitoring worldwide. • Emergency operations approval procedures streamlined.
	• **Improved logistics coordination and management.**	• **United Nations Joint Logistics Centre concept developed and applied for eastern Zaire crisis.** • **Asset Tracking Tool being developed, to enhance operational effectiveness and donor reporting.** • **Standardized Commodity Tracking System being developed.**
	• More cost-effective transport and logistics activities.	• New cost accounting system to link resource allocation to specific activities. • Simplified procedures for resourcing and reporting to donors on landside transport, storage and handling (LTSH) expenditures.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (continued)	• **Establishment of Regional Offices.**	• **Nine Regional Offices (Abidjan, Islamabad, Kampala, Managua, Maputo, Nairobi, Ouagadougou, Phnom Penh and Sarajevo) established in 1997.** • **These Offices were established within the 1996-97 Biennium budget.** • **Preparations for two other Regional Offices (in South America and Middle East/North Africa) to begin operations in 1998.** • **Regional Offices have flexibility and authority to plan and manage regional operations as well as to provide management direction and support to country offices in the region.**
	• **More senior, experienced staff in the field.**	• **Each Regional Office headed by Regional Manager at D1 or D2 level.** • **Some 20 professional posts transferred to Regional Offices in 1997.** • **Regional Offices staffed through re-allocation of posts, with no increase in total number of international posts.**

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of Reform (continued)		• Regional Offices have capacity and mandate to provide advice and support to country offices in areas such as programme design, financial management, logistics, procurement, pipeline management, training and human resources management, gender analysis, vulnerability assessment, nutrition, monitoring and evaluation, and telecommunications.
	• Increased delegation of authority to field.	• All previous delegations to country offices retained and often increased (e.g., for approval of EMOPs; for approval of projects within the Country Programme approved by Executive Board; authority and accountability for country office budget; procurement; internal transport). • Six large country offices have additional responsibility and authority. • Regional Manager has managerial responsibility (guidance, support and supervision) for Country Directors in the region, including the establishment of work objectives and appraisal of their performance.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements

Management changes in support of reform (continued)	• Systems improvements to support increased delegation of authority.	• Implementation of FMIP project to improve electronic communication between headquarters and field.
		• Adjustments to other FMIP projects, to better support organizational changes.
		• New procedures developed in areas such as:
		  • review and approval of operational activities;
		  • financial management;
		  • expanded use of zero-balance accounts and imprest accounts;
		  • procurement through country/Regional offices;
		  • use of Immediate Response Account (IRA) of the International Emergency Food Reserve (IEFR);
		  • consolidated budgets for Regional and country offices.

	• Headquarters functions re-oriented to emphasize service to the field.	• Emphasis on service rather than control, and on-line management accountability.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (continued)		• Production of clear, comprehensive guidelines and manuals to support adherence to policies and procedures. • Production of Programme Design Manual, to replace outdated Project Design Manual, initiated.
		• Post descriptions revised to reflect changed functions. • Three-year training programme in preparation. • Management Services Division created.
	• Delegation of authority within headquarters.	• Substantial approval authority delegated by Executive Director to Assistant Executive Director.
	• Maintain momentum of change.	• Change Manager will monitor implementation of change decisions and identify related tasks that become necessary.

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REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Management changes in support of reform (continued)		• **Procedures Review Team will make recommendations concerning procedures and practices to be improved or streamlined.**
	• Increase food purchases in developing countries.	• Enhanced procurement capacity introduced in country offices; new procedures put in place and delegation increased. • **640,000 tons of food purchased in developing countries in 1996.**
	• Better use of technology.	• New infrastructure installed and costs reduced. • **Improved control over telecommunications costs.** • **Implementation of Communications Improvement Projects in East, West and Horn of Africa, former Yugoslavia, Tajikistan and Central Asia.**
Efficiency in support for Governing Body	• Improved methods of work and cost-efficiency.	• New corporate-style Executive Board meeting room at WFP headquarters. • Quality of documentation improved (length reduced, editing and translation improved). • Timeliness of document distribution improved.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Efficiency in support for Governing Body (continued)		• Meetings and documentation costs cut by 70 percent from eight million dollars in 1992-93 to 2.4 million dollars for 1996-97. • **EB documents available on WFP Website.**
Concentration of resources on countries and people most in need	• Decision to provide at least 90 percent of WFP's development assistance to low-income, food-deficit countries and at least 50 percent of its assistance to least developed countries by 1997.	• 81 percent of development resources allocated to low-income, food-deficit countries, and 57 percent to least-developed countries in 1996.
	• Graduation of countries from food aid.	• Phase out/closure plan approved for 20 countries where WFP currently has development operations before the end of 1998, and a further five by the end of 1999. Implementation underway. • **Executive Board agreed that advisory support may be provided during and after phase-out of WFP resources.**
Coordination (1991-96)	• Collaborating with partner agencies for operational effectiveness.	• Exchange of letters with UNHCR establishing the division of labour in refugee situations signed in 1991. • Memorandum of Understanding (MOU) with UNHCR signed in 1994; **revision signed in March 1997.** • **MOU with UNICEF under negotiation.** • MOUs setting modalities of collaboration between WFP and its major NGO partners in emergency humanitarian operations.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Coordination (1991-96) (continued)		**• Paper setting out WFP's comparative advantage within the United Nations system in providing logistics and transport services was submitted to IASC.**
		• Executive Board requested DHA to share with IASC members document detailing WFP readiness to extend logistics and transport capacity to other agencies on a full cost recovery basis.
		• Regular consultations with principal NGO operating partners on issues of common concern.
		• Operational collaboration with more than 1,000 NGOs.
		• Exchange of letters with International Committee of the Red Cross/Red Crescent Societies defines modalities of cooperation.
	• Support to the United Nations Department of Humanitarian Affairs (DHA).	• Secondment of experienced WFP staff to DHA in Geneva and New York, and of staff members as DHA coordinators.
	• Support to Resident Coordinator (RC) system.	• Directive to all country offices underlining importance of supporting the RC system.
		• WFP, on the basis of a survey of country offices, put forward to the Administrator of UNDP proposals for further strengthening of the Resident Coordinator system.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Coordination (1991-96) (continued)		• Designation of senior WFP staff member in-country as WFP's Representative. Arrangement approved by WFP's Governing Body (awaiting consideration by ECOSOC and FAO Council, and by the United Nations General Assembly and the FAO Conference). • Three WFP staff members assigned to Resident Coordinator posts.
	• Support to major United Nations initiatives, including: – United Nations Conference on Environment and Development – International Conference on Nutrition – International Conference on Population and Development – World Summit for Social Development – Fourth World Conference on Women – World Food Summit	• Policy Statements and Plans of Action incorporating appropriate references to hunger and malnutrition. • Set of specific policy and operational commitments made at the Fourth World Conference on Women. • Programme-wide task force set up to ensure implementation of WFP'a Commitments to Women. • Paper contributed to preparations for the World Food Summit. • **Preparations to strengthen vulnerability analysis and emphasis on special needs of women.** • **Participation in United Nations system follow-up to World Food Summit.**
Advocacy for the hungry poor	• **More active advocacy role for country and Regional Offices.**	• **Field/headquarters Senior Managers Meeting (March 1997) clarified expectations, procedures, and support to be provided by headquarters.**

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Advocacy for the hungry poor (continued)		• Initial media training provided to Regional Managers/Country Directors. • Headquarters Information Officers assigned to the field on a temporary basis to assist with public information needs related to eastern Zaire, Rwanda, DPR Korea and Liberia/Sierra Leone.
	• Public awareness campaigns in donor countries.	• Information campaign on global hunger launched in Italian schools. • Workshop to share Italian experience with the authorities of Germany, Sweden and the United States to plan information campaign for children in these countries. • Key information available on WFP Website.
	• Establish National Friends of WFP Committees.	• National Friends of WFP established in the United States. • Discussions in progress to establish similar groups elsewhere.
	• Develop better understanding of donor concerns.	• Donor profiles completed and distributed to country and Regional Offices.

REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Advocacy for the hungry poor (continued)	• Coordinate advocacy with resource mobilization.	• Organizational restructuring combines resource mobilization and public information functions in single Division.
Broad United Nations reform	• Support reform process initiated by Secretary-General.	• Participation in Executive Committees on Development Operations and Humanitarian Affairs. • WFP staff members assigned to support these Committees. • Support to the Executive Coordinator for United Nations Reform. • Continued reform within WFP.